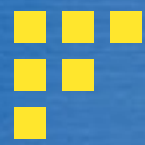


Transformational Leadership and the New Academic Library

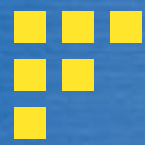
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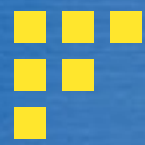
Outline

- About Me
- Leadership Theory
- Transformational Leadership
- Application to Libraries
- New Generation of Librarians
- Conclusion



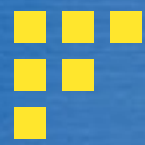
Leadership Theories - Transactional

- Characteristics:
 - Leader directive and demanding
 - Accepting of existing goals, structure, culture
 - Rewards based on performance
 - Punishment for not following directions
 - “Follow directions in order to get a raise”
- How is this shown in libraries today?
- Ineffective of bringing change



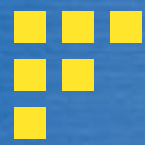
Leadership Theories - Charismatic

- Characteristics:
 - Assumes charisma is an attributional phenomenon
 - Leader vision not with status quo
 - Emotional appeals instead of authority
 - Leader confident of actions--may create delusions of infallibility
 - Dependence on leader limits successors, leading to eventual leadership crisis
 - Risk alienation of followers
- Conger & Ranugo (1987)



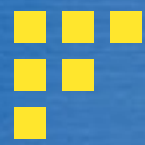
Transformational Leadership

- Basics:
 - Idealized influence
 - Individualized consideration
 - Inspirational motivation
 - Intellectual stimulation
- First defined by Burns (1978)



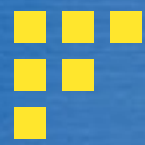
Transformational Leadership

- Traits:
 - Make followers aware of importance of task outcomes
 - Induce followers to part with own self interests for organization
 - Appeal to follower higher order needs



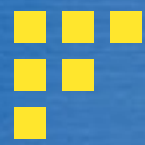
Transformational Leadership

- Guidelines:
 - Articulate clear and appealing vision
 - Explain how vision can be accomplished
 - Be (or at least act) confident and optimistic
 - Express confidence in followers
 - Use dramatic & symbolic actions to emphasize values
 - Lead by example



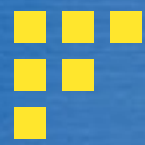
Application to Libraries

- Motivate all employees, not just librarians
- Come up with a vision and be confident for success
- Relate organizational values to personal beliefs
- Leadership can be contagious!



Next Gen Librarians

- Characteristics
 - Transparent - share everything
 - Not hierarchical
 - Appeal to emotional needs
 - Want to be leaders in own right
- Importance of leadership over management
 - Dislike of being managed



Conclusion

- Emanuelj@uiuc.edu
- Will be online soon - please email